



25



YEARS OF
RECRUITING

THE ALL-VOLUNTEER FORCE

1973-1998

UNITED STATES ARMY RECRUITER JOURNAL - JULY 1998

Celebrating the 25th Anniversary of the All-Volunteer Army

The All-Volunteer Force is a uniquely American phenomenon. It was a remarkable experiment for a superpower at the height of the Cold War to sustain a globally challenged force with volunteers. The success of this force remains unprecedented. Members of today's Army are serving in over 100 countries around the globe. They have been called "peacekeepers" and "nation builders." We have been praised by our allies and vilified by our enemies, but one thing remains clear: The United States Army is and will remain the premier land force in the world.

It is easy to forget that just one generation ago, a short 25 years, this Army was an experiment. The people of the United States, worn out from Vietnam, decided through their elected Congress to establish a force that was not conscripted. Thus, in July 1973, the All-Volunteer Force (AVF) was born. Manning the Army, with the largest personnel requirement of the four services, was the litmus test of the AVF. If the Army could do it, so could the Air Force, Marine Corps, and Navy. Naturally, the Army had to change from the largely drafted force of the Vietnam conflict, and a number of new ideas were tested to provide incentives to volunteer.

And volunteer they did. With a revitalized G.I. Bill introduced by Representative G.V. "Sonny" Montgomery of Mississippi and the Army College Fund, thousands of America's finest young people enlisted in the Army. In doing away with the draft, Congress replaced the Selective Service with a recruiting force that is, today, the most successful agency of its type in the world. The United States Army Recruiting Command (USAREC), now headquartered at Fort Knox, Ky., is the product of 25 years of refining tools, techniques, and business practices.

Today there are more than 7,000 Active Army and Army Reserve recruiters, and they live in virtually every community in this great nation, working from more than 1,550 recruiting stations. In many areas, where no military installation is nearby, Army recruiters are the Army in their towns. In high schools, colleges, and communities across the United States, Army recruiters offer opportunities and options no other employer can match. And not just for enlistments! The Army commissions officers as nurses, lawyers, chaplains, veterinarians, doctors, and much more.

The U.S. Army Recruiting Command has been recruiting quality young Americans for 25 years, which is a great and fascinating history. You will read about that in pages 5-12. Recruiting is not an easy business; please use what follows to help others in the Army (and those who care about the Army) understand what makes Army recruiting such a unique mission.



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A personal call to duty July 26th marks the 50th anniversary of desegregation. In the air, land and sea, they have given their lives voluntarily in every American war to date.



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ON THE COVER

The 25th Anniversary of the All-Volunteer Army — See article on inside front cover (Cover design by Joyce Knight, HQ USAREC.)

Army Values: *Duty*

The following essay continues our series on Army values; the next topic is Respect. Essays for the September issue (Selfless Service) should be sent to the **Recruiter Journal** editor by Aug. 3, 1998 – fax 502-626-0924, cc:Mail to Welker, Kathleen or e-mail to welkerk@usarec.army.mil.

I am a US Army recruiter

by SSG Jason Caswell

Harrisburg (Penn.) Main RS

I remember sitting in the airport on my way home after completing the Basic Recruiter Course. There was a private who had just completed AIT sitting across from me. I started talking to this soldier about where she was from, how she liked the Army and what her new MOS was. The private then looked at me and asked what I did in the Army. I turned to this new soldier and with some hesitation said, "I'm an Army recruiter." I had not yet written a single contract and I had put on my silver recruiter badge just a few hours ago, yet I was an Army recruiter.

Over the years it has come to mean a great deal to me to say that I am an Army recruiter. It is a statement that is sometimes hard to say and a job that oftentimes is hard to do. Every one of us out here has experienced extreme frustration, anger, stress, and every other emotion known to man. We deal with angry parents, rebellious kids, and an endless flow of police checks and paperwork on a daily basis. We perform our duties from sun up to sun down. We come home to angry spouses. Our children want to know why we missed their baseball game or school play. Then we get up the next day and do it all over again. With all of these distractors, we sometimes forget our purpose for being on recruiting duty. We need to be reminded.

I often reflect back to one of my days as a TTE recruiter for a reminder of why we are here. I remember being no-showed two or three times, the station commander was hounding me for mission and a shipper was not at the MEPS. The frustration was coming from all angles and continued to pile up. I slammed my garrison cap on my desk and when I did this, the little copper Liberty Bell fell off the unit crest and onto the floor. I reached down to pick it up and I read the words, "Provide the strength." I had seen these words many times before, but at that very second it began to mean something. I stood up, with this bell in my hand, and looked around the recruiting station. Through simply reading those three words, I was reminded of why we are here.

It is our duty, our moral obligation, to provide the strength for the United States Army. This is the most important mission that any NCO in the entire Army can be given. If we fail in our duties, there is no one else to back us up and the Army fails. Some of us did not ask to be here and some of us don't want to do this job, yet this is our mission. This is what we are tasked to accomplish at this time.

The NCO Creed states, "My two basic responsibilities will always be uppermost in my mind — accomplishment of my mission and the welfare of my soldiers." Accomplishment of our mission is our number one priority.



With a mission as important as ours, we cannot afford to fail. We must reach within ourselves as soldiers and as noncommissioned officers and effectively carry out our duties. We must make every effort to recruit a quality force. It is our responsibility to enlist young men and women that we would be proud to serve along side of. These applicants will one day be soldiers in our companies and platoons. The soldiers we enlist today will be the leaders of tomorrow's Army. There is no greater satisfaction than to be part of this process. This job is tough and there is no other job in the Army like it, but with all we as recruiters put up with, we must succeed. The Army, without doubt, starts with us.

Whether we are detailed recruiters or 79Rs, we must understand the importance of our duties. We should constantly remind ourselves of why we are here. We are here to provide the strength of America's Army, a task that cannot be taken lightly. We must constantly strive for mission accomplishment. The Army is counting on us to survive. I read those three words, provide the strength, on a daily basis for a reminder of why we are here. It is a very simple phrase, yet it means so much to the Army and this country. Failure in our duties is not an option. We must always remember that we are noncommissioned officers and that we wear the badge of the United States Army Recruiter.

Change of Command

The USAREC change of command will be held on July 23 at the General Maxwell R. Thurman Center for Recruiting Excellence at Fort Knox. Retiring MG Mark R. Hamilton will turn over the command to BG(P) Evan R. Gaddis, currently the commanding general, United States Army Community and Family Support Center in Alexandria, Va.

Correction

In the June issue, the top small RS in 3d Brigade was erroneously reported as belonging to Columbus Battalion. The Top Small Recruiting Station in 3d Brigade for RSM April 1998, Dickinson Recruiting Station, is in Minneapolis Battalion.

USAREC will become a subcommand in FY 99

On Oct. 1, 1998, USAREC will become a subordinate command under the Training and Doctrine Command (TRADOC), headquartered at Fort Monroe, Va.

According to USAREC chief of staff, COL Richard R. Majauskas, very few changes will be apparent to Army recruiters, although there will be some shift in reporting responsibilities at the headquarters, which will remain at Fort Knox, Ky.

"There are some very tangible benefits to this move," Majauskas said, "but I suspect most of it will be transparent to the field."

One benefit is that USAREC will now have an advocate with the Army staff at the four-star level, that is, the commanding general of TRADOC, currently GEN William Hartzog. When the commanding general of Training and Doctrine Command is also responsible for procuring soldiers, USAREC may experience more flexibility in filling training seats.

Majauskas said that no shifts in recruiting policy are expected, since personnel procurement (accessions) policy is still a responsibility of the Department of the Army deputy chief of staff for personnel, currently LTG Frederick Vollrath. It is the responsibility for execution of that policy that will shift to TRADOC.

"It makes sense to move responsibility for accessions and initial entry training under one command. We may find that our processes are streamlined and our priorities [at DA] get more attention," Majauskas said. "There will be a more unified approach to accessions and training. Now when warfighting command-

ers-in-chief want to talk about filling their foxholes, USAREC and TRADOC will speak with one voice about having the right number of well-trained soldiers in the slots at the right time."

Although the transfer to TRADOC has been approved for Oct. 1, the details of the implementation are still being worked out. More information will follow as details of the transfer are decided and approved.

"But Army recruiters need to know we are not changing our patch or unit crest," Majauskas said. "You will still be assigned to USAREC."

In FY 1973, the Regular Army mission was 193,000.

Delta seeks recruiters

Recruiting for Delta is a unique assignment. It requires the ability to interact effectively with prospective Delta candidates as well as with senior Army leadership. Delta recruiters must exhibit those personal qualities found in Delta members. It requires a competent briefer, one who is highly motivated, and who is capable of working alone without direct supervision.

A potential Delta recruiter should meet the following prerequisites:

- § Male
- § Volunteer
- § MOS 79R
- § SSG or junior SFC
- § No history of recurring disciplinary action
- § Possess or be able to obtain a secret security clearance
- § GT score of 110
- § Pass the APFT
- § Airborne qualified or volunteer for airborne duty
- § Have demonstrated success as an Army recruiter
- § Minimum 12 months successful station commander time

Interested recruiters should mail a copy of their DA Form 2A and 2-1, last five NCOERs, DA photo, PT score card, and contact phone numbers to Recruiting Team, P.O. Box 70149, Fort Bragg, NC 28307 or fax copies to 910-396-0607 or DSN 236-0607. POC is MSG Walthers, 910-396-0689 or DSN 236-0689.

Planning for Life award winning programs announced

The US Army announced on June 2, 1998, that Deuel School District 19-4 of Clear Lake, South Dakota, and Provo Senior High School of Provo, Utah, will receive the fifth annual Planning for Life national awards for their career planning programs. The Planning for Life award was first presented in 1993 by the US Army to recognize exemplary scholastic career planning programs and to underscore the importance of career planning as a life-long necessity.

Both schools' programs promote an ongoing career planning process for all students while also demonstrating an extraordinary level of collaboration between students, parents, school, community, business and industry. Both schools were scheduled to receive their awards and be honored at the American School Counselor Association (ASCA) convention on June 28 in San Antonio, Texas.

New ACofS at USAREC HQ

USAREC Headquarters announced the assignment of the new assistant chief of staff, COL William W. Woolman II, who replaces COL Patricia Forest. Forest is moving to an assignment at USARC headquarters at Fort McPherson, Ga. The assistant chief of staff is a Reserve position and Woolman also serves as the senior USAR advisor to USAREC.

Woolman is a Medical Service Corps officer and earned his commission through the Reserve Officer Training Corps in 1968. He has over 25 years of commissioned service and almost five years as a warrant officer. He may be reached at 502-626-0524.

Cohen keeps gender-integrated training as part of improvement measures

*by Gerry J. Gilmore
(Army News Service)*

WASHINGTON - Male and female Army recruits en route to non-combat jobs will continue to learn basic soldiering together and share barracks space during initial training.

Secretary of Defense William S. Cohen announced June 8 his approval of military services' plans to improve initial-entry training programs and policies. Those plans include the continuation of gender-integrated initial training in the Army, Navy and Air Force.

BG Stephen R. Smith, with his wife Lucy, and BG Samuel L. Kindred, with his wife Shirley, retired from active service in a retreat ceremony held at Fort Knox June 5.



DoD Marks 50th Year of Military Women's Integration

by SSG Alicia K. Bortlik, USA
American Forces Press Service

WASHINGTON — “In the great defining words of our democracy — liberty, justice, equality and opportunity.”

Deputy Defense Secretary John J. Hamre used this phrase June 12 “to define the importance of our gathering” at DoD’s celebration of the 50th anniversary of the Women’s Armed Services Integration Act of 1948. The ceremony was held at the Women’s Memorial in Arlington (Va.) National Cemetery.

“America has been and remains now the most revolutionary country in the world, precisely because it started with those simple principles of democracy,” Hamre said.

Hamre retold the story of women who, during World War II, put on military uniforms and served in all branches. Back on the home front, they kept factories running and offices humming, he said, yet in the aftermath of the war were told it was time to return to the kitchens and parlors of America’s homes.

“That didn’t fit the principles of American democracy,” Hamre said. “You can’t fight for freedom and liberty overseas and ignore the principles of justice and opportunity at home. America’s democracy just won’t let you do that.”

So in 1948, President Truman signed the executive order that desegregated the U.S. armed forces. Congress, led by Sen. Margaret Chase Smith of Maine, passed the Women’s Armed Services Integration Act.

The act authorized regular and reserve status for women in the Army, Navy, Air Force and Marine Corps. Before then, and except for nurses, women could not serve in the

regular forces in peacetime. Today, about 200,000 women serve on active duty and make up 14 percent of the force; about 225,000 women serve in the reserve components and comprise 15.5 percent of their strength.

“Integration is the only word that makes sense in American democracy, and it stands side-by-side with our other hallowed principles of liberty, freedom, justice and opportunity,” Hamre said.

But this event wasn’t only about the past, it also celebrated the future, Hamre pointed out. “Were this event just about the past, just a recollection of events 50 years ago, we would fall short of our duties here today.”

Brig. Gen. Frances C. Wilson, commanding general at Marine Corps Base, Quantico, Va., was master of ceremonies. Also, three retired military women who served during the implementation of the integration act and a current NASA astronaut told stories of their military experiences and discussed their views on the future of women in the military.

Retired Army Col. Mary A. Hallaren began her Army career in 1942 as one of the first women volunteers selected for officer candidate school in the Women’s Army Auxiliary Corps, the forerunner of the Women’s Army Corps.

Hallaren favored the retention of women over the long term and led the charge for integration, arguing, “It would be tragic if in another emergency, a new generation had to start from scratch, had to duplicate efforts, make the same mistakes twice. It would be foolhardy to wait for another war to find out how and where a woman could best be used in the national defense.”

Affectionately known as the “little colonel,” the 4-foot-10 Hallaren recalled the resistance women faced 50 years. “A prime objection [to integrating women into regular ser-

vice], which we were told was discussed in closed sessions, was that if women were in the regular military, men would have to take orders from a woman. Heaven forbid,” she said.

Hallaren reflected on how limitations outlined in the 1948 act are obsolete today — women attend the service academies and serve in gender-integrated units and on the front lines, and women have risen to general and flag officer ranks and routinely command men, she noted.

“We’ve come a long way in the last 50 years, and the Women’s Armed Services Integration Act of 1948 made it all possible,” Hallaren said.

Retired Navy Capt. Winifred Quick Collins began her Navy career in 1942. She was appointed chief of Navy personnel for women in 1957, which put her in a position to observe how Navy women overcame discriminatory obstacles and how the Navy came to depend on them.

Collins, the author of “More Than a Uniform: A Navy Woman in a Navy Man’s World,” recalled her experience when the integration act was passed. “It was emancipation, in a sense, for military women,” she said.

Retired Air Force Maj. Gen. Jeanne Holm also enlisted in 1942 and drove an Army truck until she received a regular commission in the newly formed Air Force. From 1965 to 1972, she was director of Women in the Air Force and was active in expanding military women’s roles and opportunities. She was the first Air Force woman to become a brigadier general and the first woman to pin on two-star rank.

“None of us 50 years ago ever envisioned anything like this,” Holm said, reflecting on the strides military women have made.

The astronaut represented the progress the military has made in opening new fields of opportunity to women. She was commissioned in 1985 from the U.S. Naval Academy and is currently in the Astronaut Office Operations Planning Branch.

“The [integration] act laid the foundation for future achievements,” Nowak said. “It is with sincere admiration that I thank and congratulate those that have paved the way to make these achievements possible.”

The actual integration act papers President Truman signed into law on June 12, 1948, were displayed at the memorial June 11 and 12.

Recruiting the All- Volunteer Army



by Frank Shaffery, RO Plans & Policies, and Kathleen Welker, RJ editor

July 1998 marks the 25th anniversary of the all-volunteer Army. It is appropriate that we take a look back at the days and events that led up to the successful transition from a dependence on the draft to an all-recruited Army.

The modern era of recruiting originated with Richard M. Nixon's 1968 political campaign promise to end the draft. It was given shape by



the 1970 Gates Commission Report, which charted a course for maintaining military strength without conscription. The stage was set over the following three years. The Army's end strength dropped from 1.3 million to the 780,000 level that prevailed throughout the 1970s and 1980s. Entry level military pay was raised in order to attract the new level of recruits. National media advertising began with a spring 1971 television test. A build-up in recruiting forces got underway. Project VOLAR, a somewhat controversial experiment in improving soldier quality of life, was initiated.

These specific actions were part of the Modern Volunteer Army (MVA) Program, which was aimed at strengthening professionalism, enhancing Army life and developing a modern accession system. These actions proceeded on a timetable geared to Secretary of Defense Melvin R. Laird's decision that all-volunteer recruiting should begin on 1 July 1973.

Accordingly, the last man was drafted in December of 1972 and reported for training in June 1973. Over 180,000 young men and women enlisted in each of Fiscal Years 1973, 1974, and 1975, exceeding the U.S. Army Recruiting Command's non-prior service missions. The MVA seemed successful, but recruiting difficulties in the subsequent years changed that perception sharply.

It is instructive to review the reasons for ending conscription and the controversies surrounding this action, e.g., the quality, representativeness, and motivation of volunteer soldiers, because they involve public policy of continuing relevance. The difficulties faced by the United States Army Recruiting Command in the late 1970s and the steps needed to overcome them will serve as lessons for a future in which the means to succeed must be preserved despite conditions of undoubtedly greater austerity for the Army.

The Gates Commission

The Gates Commission, appointed in 1969 by President Nixon, was chaired by Thomas Gates, Executive Committee Chairman of the Morgan Guaranty Trust Company and a former Secretary of Defense. Its membership included other distinguished businessmen, former military leaders Alfred Gruenther and Lauris Norstad, and a university president, W. Allen Wallis. Distinguished and influential scholars included the economist Milton Friedman, who had earlier advocated the application of economic market forces to military manpower acquisition and retention policy. Roy Wilkins, Executive Director of the National Association for the Advancement of Colored People (NAACP), was a member, as was Georgetown University law student Stephen Herbits. The diversified makeup of the commission was clearly intended to generate assurance that the popular political decision to end the draft was reasonably based.

The commission was asked to develop a comprehensive plan for eliminating conscription and moving to an all-volunteer force. It did so by assembling a staff of economists and manpower analysts who studied military manpower needs and how they could be met through volunteerism. They concluded that a 2.5 million force could be maintained through voluntary service if monthly compensation for enlistees was raised from \$301 to \$437, if there were comprehensive improvements in the conditions of military service, and if recruiting was improved and augmented. The argument for higher pay was based more on empirical knowledge of what size increase was needed to attract the necessary number of recruits than on the underlying issue of fairness.

A main theme of the Gates Commission Report was that conscription imposed a large, implicit (hidden) tax not only on those who were drafted, but also on those who were coerced to enlist because of the threat of being

drafted. The report argued that military pay had to be raised, at least to parity with civilian pay, to mitigate the size of this "hidden tax" placed on a minority of youths who were called to serve the nation. The problem was not, presumably, that 18-year-olds were being taxed, but that it was a tax not all 18-year-olds had to pay.

In conducting and presenting its recommendations, the commission also developed a theoretical case for the increased cost-effectiveness of a professional force. Total manpower requirements would be lower as three- to six-year enlistments replaced two-year draft stints. Fewer soldiers would have to be trained and outfitted. An increased measure of professionalism would result from longer average tours, as well as from a recommended policy of making military service more attractive by relieving soldiers of non-military duties and chores.

The All-Volunteer Force Controversy

The end of military conscription probably came as a relief to most members of the Congress and the public at large because it removed a prime ingredient in the poisonous stew of Vietnam War issues. The system of liberal deferments that had emerged during the period of low draft calls following the Korean War

had come to be seen as a means by which the most privileged members of society could avoid service. The switch to a lottery system in 1970 only changed the grounds for a feeling of unfairness, involving victimization of the unlucky instead of the underprivileged.

That the public had become somewhat inured to a peacetime draft at all was a modern (i.e., Cold War) development. Pre-World War II conscription laws had all been passed during wartime, under conditions approaching total mobilization, and even then the laws were problematical, sparking riots during the Civil War and large scale evasion during World War I. However, the Selective Service Act of 1948 instituted peacetime conscription, and by the mid-1960s the military services, specifically the Army, had become habituated to dependence on the draft as a principal means of personnel acquisition. The prospect of its end was met with resistance internally and vocal opposition by veterans groups and some members of Congress.

In retrospect, it seems surprising that the uniformed part of the military establishment would resist a development calculated to produce a better paid, more professional force. However, doubts about the concept ran deep and fueled what was more than a simple reluctance to abandon



the status quo. Grounds for criticism were several. Some have been laid to rest first by recruiting success and then by the performance of all-volunteer soldiers. Others, touching on fundamental questions about the affordability of national security requirements, the role of the military in our national life, and the responsibilities of citizenship, persist in different forms. The most immediate and most emotionally compelling concerns were based on fear that monetary incentives and concessions designed to make military life more appealing would attract people poorly suited to military service and unlikely to become good soldiers.

The early emphasis on increased pay and benefits inspired comment about a "mercenary" force of low quality people, who would be in it only for the money rather than to serve their country. Among serving soldiers such talk summoned up memories of Project 100,000, an experiment begun in 1966 in which the military services had to accept conscripts who technically had failed to meet enlistment standards.

The All-Volunteer Force backlash was probably also aggravated by the public image of Army recruiting presented through an unprecedented advertising presence on national media. One of the first MVA actions was a test of television advertising that concentrated \$10 million worth of exposure over 10 weeks in the spring of 1971.

The initial MVA advertising highlighted the higher pay benefits and attempted to alter the "Big Green Machine" image of the Army by suggesting that personnel assignments would be less arbitrary and working conditions less regimented. The notion that the Army was becoming more sensitive to the concerns of its recruits was conveyed by a provocative new slogan, "Today's Army Wants to Join You." This advertising campaign concept was soundly based on research into the attitudes and



motivations of the target audience of enlistment prospects.

The measured impact of the TV test indicated that it did do a good job of raising public awareness of new opportunities; however, the effort was flawed in important respects. First, by underplaying some of the harsher aspects of military life, it misrepresented the extent to which the life of a first-term soldier had indeed changed. Some of the early ads made enlistment seem too much like just another job. Ads designed to appeal to an interest in foreign travel could have been mistaken for civilian travel posters.

The worst of these ads were replaced in fairly short order, but a more fundamental problem involved the very tone of the campaign, which for Army officers and noncommissioned officers accentuated fears of a discipline-shattering permissiveness. It is difficult to exaggerate the extent to which this advertising was disliked by serving soldiers, and it was sometimes referred to as a current problem well into the late 1970s, even though the slogan was dropped after a year and advertising introduced in 1973 took on a tougher, more realistic cast.

Although problems of indiscipline and motivation did ensue, the Army found ways to overcome them within the all-volunteer concept by being more selective in who it recruited. The right kind of volunteers, it eventually turned out, could be turned into excellent soldiers. (The

notion that "mercenaries" perform less well on the battlefield than conscripts is belied by history, and the other branches of service have, with rare exceptions, been all-volunteer.) It is possible that new styles of leadership appropriate to the 1980s and 1990s would appear permissive to a veteran of an earlier era, but there is no evidence that the essentials of military discipline have been compromised.

The Cost of the All-Volunteer Army

Other criticisms of the all-volunteer concept that persisted well into the 1980s involved its cost, a subject that is less clear-cut than it might seem because comparative figures depend greatly on underlying assumptions. Compensation is certainly much higher than would be necessary if 40 percent of the force were low paid conscripts. A consequence of volunteerism is also an older force entailing a higher proportion of married soldiers, and dependent-related expenses also add to total personnel costs. In addition to pay and benefits for all soldiers, the enlistment bonuses and educational entitlements needed to fill less attractive or more intellectually demanding specialties became large, visible expenses, as did the sums needed to market Army opportunities and operate the expanded recruiting establishment.



Finally, the larger percentage of career soldiers in the All-Volunteer Force has added to long-term retirement system costs. Enormous savings did certainly accrue, as originally envisioned, from the reduction in personnel turnover due to longer enlistments. However, the prediction of the Gates Commission in this regard was confounded to some extent by the phenomenon of first-term attrition, which for some categories of volunteers could be as high as 50 percent. Minimizing attrition by precluding the enlistment of high-risk prospects became a necessary feature of the recruiting management systems that were eventually developed. Suffice it to say, the different cost factors were so complex and so interrelated that the cost-effectiveness of a volunteer force relative to a conscripted Army became indeterminate.

If the implicit tax on young conscripts cited by the Gates Commission is considered, it is likely that the All-Volunteer Force is a bargain for society. However, it is a bargain that poses for the Army the problem of using a greater share of its budget to acquire, pay, and take care of its personnel. What was undeniable was the fact that all of the cost of raising and maintaining the force became a part of the Army's budget, greatly raising the proportion of total expenditures assigned to personnel costs.

The fact that personnel-related costs climbed to 60 percent of the defense budget led some critics to charge that the high out-of-pocket manpower cost of the All-Volunteer Force unduly limited total Army strength. This was a matter of serious concern throughout the mid-1980s as Army planners foresaw a need to fight outnumbered in the event of a Soviet invasion of

Western Europe as well as meeting the requirements of other worldwide national security scenarios.

Presumably this constraint on Army manpower exerted a major influence on the Army's development of weaponry and doctrine. The major modernization of the 1980s gave soldiers high performance weapons designed to offset a numerical disadvantage. Doctrine emphasized mobility and coordinated action as a means of making the best use possible of limited forces, which was in some sense an imperative of the All-Volunteer Force policy.

The cost issue also highlighted the role of a trained and ready reserve component, which necessarily became the focus of some of the Army's combat capability and much of its combat support. Briefly, an active force big enough to perform all assumed missions was unaffordable. In fact, the dictionary meaning of the word "reserve," to keep back or set apart for later, makes its use in describing the non-active component somewhat misleading. As indicated during Operations Desert Shield and Desert Storm, some elements of the Selected Reserve must be deployed very early to complete a well-rounded operational force.

Maintenance of adequate reserve component strength became not only important but a particular challenge, because the large number of conscripts who served short-term active-duty tours were no longer available as a ready manpower pool from which reserve units could be filled. This generated a sizable requirement for the enlistment of people with no prior military service directly into U.S. Army Reserve and National Guard units.

The added cost of increased military compensation needed to attract new enlistees proved also to be a continuing and multi-faceted issue. The entry-level wage must be continuously adjusted as inflation and labor supply and demand factors dictate if it

is to be kept competitive. However, if the wages of the first-term soldiers grow without sufficient adjustment for the upper ranks - a phenomenon referred to as pay compression - the retention of highly qualified careerists becomes problematical. Less than 10 percent of those who enlist remain to retirement, but those careerists become the trainers, technical experts, and leaders upon which the ultimate performance of Army units are heavily dependent.

“Representativeness”

A third category of concern with the all-volunteer concept has been sociological, with much of the discussion revolving around the issue of “representativeness.” Briefly, critics feared that an Army of volunteers attracted by principally economic incentives would become less representative of the population at large, with various adverse consequences. It was feared that a volunteer Army would be disproportionately drawn from the poor, which by definition also meant heavily weighted with disadvantaged racial and ethnic minorities.

Like all essentially political questions this one is a thicket of pros and cons. Is it fair that the economically privileged escape exposure to combat?



But why shouldn't the people who need it have the opportunity to get the edge on life afforded by Army experience and training? Does a conscript Army which, as we learned in Vietnam, cannot be employed easily without a fair measure of public support provide a desirable brake on military adventurism? Or does that limitation make it too hard for our political leaders to respond to legitimate national security emergencies?

In fact, the racial composition of the Army has changed under the All-Volunteer Force. The Gates Commission predicted that black enlistees would be 19 percent of the total by 1979; the actual percentage was 36.7 percent. The notion that an underprivileged segment of the population was being put in harm's way out of economic necessity gained currency among some. These issues were somewhat defused during the 1980s, as the annual percentage of black enlistees fell into the low 20 percent range. That the Army is seen as an equal opportunity employer and an avenue of upward mobility has been demonstrated both by enlistment statistics and by the fact that black soldiers have reenlisted at a higher rate than others.

A relatively unforeseen development that has been influenced, but not entirely caused by, a switch to the all-volunteer concept has also been growth in the participation of women in military service. In part, the increase in female soldiers, from 2.1 percent of the force in 1972 to 11 percent in 1992, reflected a national trend that has seen a major growth in workforce participation by women. However, although a 2 percent legal limitation on enlisted female strength was lifted in 1966, the growth trend did not begin until 1973.

The greatest growth of enlisted female strength occurred in the first six years of all-volunteer recruiting, with an increase to 8.9 percent of the force by 1980. Aggressive recruiting of women in 1979 and 1980 resulted from

a Carter administration mandate that female participation in the military be doubled by 1983. However, a downward revision in the Army's goals resulted from 1982 findings of the Women in the Army Policy Review Group, which recommended that 61 MOSs, accounting for over 300,000 jobs, be closed to women. After further review, only 49 MOSs were actually closed; however, annual recruiting missions for females were reduced somewhat. By 1997, however, more MOSs had been opened to women and more than 20 percent of all Army accessions were female.

Recruiting Success and Failure

Writing from the historical vantage of 1998, much of the early debate about the soundness of the all-volunteer concept now seems beside the point. Volunteer soldiers performed superbly in Operation Desert Storm in 1991. The dismantling of the Soviet Union seems to mitigate the need to keep very large forces under arms and be ready to fall back on general mobilization. However, the Army must be maintained as a ready force at whatever strength level is authorized and funded by the Congress. The factors that bear on this argument are the same ones that have become apparent over the 25-year span of all-volunteer recruiting, so it is useful to draw lessons by reviewing that experience.

In very broad terms, All-Volunteer Army recruiting achieved its numerical goals in fiscal years 1973, 1974, and 1975, and provided some grounds for optimism. However, this apparent success was built on an insecure foundation. Only 50 percent of FY 72's 182,000 enlistees were high school graduates, a post-World War II low. This inspired concern that the Army would be of low average quality, and it also kept future-year recruiting objectives higher than desirable because non-grads suffered first-term attrition at double the rate of high school diploma graduates. Congress,



in legislation authorizing funds for recruiting, mandated improvement, setting as a minimum a 55-percent high school graduate content.

Other factors that contributed to early success were the facts that recruiting was adequately resourced, entry level enlisted pay remained competitive throughout the period, and the Vietnam Era G.I. Bill continued in effect. Also, the country was in recession, with high youth unemployment that began to abate only in 1975.

Beginning in FY 76, events conspired to undermine the early gains. The youth labor market tightened, as an improving economy gave enlistment prospects more employment alternatives. Cuts were made in recruiting resources; the advertising budget, for instance, was reduced by a third. The Vietnam Era G.I. Bill was allowed to lapse, to be replaced by the far less attractive Veterans Education Assistance Program (VEAP). Entry level pay was not keeping up with the double-digit inflation of the late 1970s, and pay compression was accelerating the loss of experienced careerists, particularly in the technical specialties. The Army Recruiting Command experienced a shortfall of 16,000 accessions in FY 79, and Army Chief of Staff Edward "Shy" Myer told the Congress that the nation had a "hollow Army."

When in 1980 it was also found that the Armed Services Vocational Aptitude Battery (ASVAB), used since 1976 to classify and select applicants, had been misnormed at the lower end, making a large number of enlistees appear more capable than they really were, the sky did indeed seem to be falling, and the need for a return to the draft was spoken of.

Instead the Army solved the problem with improved incentives, increased resources, and better management of recruiting. The ability to offer a limited number of two-year enlistments as a "market expander," withdrawn in 1976, was restored in 1979. Funds for advertising and recruiter support, which had been cut by about a third in FY 76, were restored in FY 79 to levels close to those prevailing earlier. Fiscal years 1981 and 1982 both saw significant increases in military pay, and funding for enlistment bonuses was increased beginning in FY 81.

The recruiting force was invigorated beginning in FY 79 by detailing some of the best qualified soldiers to serve as recruiters, and the Army recruiting management structure was thoroughly overhauled by newly assigned commander, Maj. Gen. Maxwell R. Thurman. Centralized management information and command and control systems were installed, and a new and more precise method of assigning recruiter missions was adopted. As a result of budget increases Army advertising was seen and heard more frequently, and, beginning in January 1981, that advertising was part of the widely acclaimed and highly effective "Be All You Can Be" campaign.

With these changes in process or in place, the situation began to improve. A very high non-prior service enlistment mission was achieved in FY 80, and the years immediately following saw the beginning of a trend of annual quantitative missions accomplished and qualitative standards progressively improved. However, there were still

grounds for concern. The country was in recession, and the expected economic recovery evoked memories of 1976. Additionally, a downward trend in the size of enlistment-eligible age groups made the shrinking manpower pool a continuing worry.

To sustain recruiting success in the face of these countervailing forces, funding was maintained at healthy levels and an important incentive was added. When the Veterans Educational Assistance Program (VEAP) was created in 1976, the legislation authorized the individual services to augment the educational entitlements involved for individuals who were particularly well qualified and/or would enlist in hard to fill specialties. Different values of "kickers," as the supplements to the basic entitlement were called, were evaluated in complicated regional tests during the late 1970s and early 1980s. In 1982 approval was obtained to go nationwide with the most generous incentive package. This made it possible to promote what had been referred to earlier as Ultra-VEAP as The Army College Fund, and it gave Army recruiters a most effective tool for use with college-bound enlistment prospects. In 1985 the VEAP was replaced by the Montgomery G.I. Bill, but the Army College Fund has continued to be used as a supplementary incentive for those who can qualify.

To "Survive in 85"

As noted earlier, FY 85 was seen as a critical year because of the declining manpower pool and increased competition from civilian employers due to economic recovery. Considerable thought and effort went into the development of analytical early warning systems to detect difficulties of the sort that developed in the mid-1970s. Funds for advertising and recruiter support were increased.

The crisis did not, in fact, develop. In FY 85 a slightly smaller recruiting mission was achieved handily and with a slight increase in average

quality over the previous year. The percentage of enlistees who were high school graduates dropped only a tenth of a percent, to 90.7 percent, but the percentage who scored in the upper half of the Armed Services Vocational Aptitude Battery jumped from 47 to 53 percent.

It appeared that recruiting success or failure had become less sensitive to changes in civilian employment, and this impression grew as recruiting objectives continued to be achieved even during the high employment years of the second half of the 1980s. Reasons are not entirely clear but it could be speculated that the structure of youth employment had changed. Instead of competing against the lure of relatively high paying factory jobs, military recruiters could offer an alternative to low paying, dead-end jobs in the service industries. In fact, real wages of high school graduates fell through the decade of the 1980s, although the wages of college graduates rose. Also, it may be that successful marketing directed at college-bound high school graduates using the Army College Fund meant that civilian employment as the principal alternative to military service had become less relevant.

New Challenges

Recruiting at mission levels charac-

teristic of the 1980s continued through FY 89, when the Soviet threat began receding and initial actions to draw down the size of the Army began. In FY 89, 111,500 non-prior service (NPS) soldiers were enlisted; in FY 90 the number was 84,300; in FY 91, 74,200 NPS soldiers enlisted.

In the early 1990s attention shifted from a rather single-minded focus on meeting or exceeding recruiting objectives to maintaining recruiting production under conditions of great uncertainty and as resources were being adjusted downward to meet the smaller task. Uncertainty was understandable. Reduction in force plans developed by the Department of Defense were the source of continuing dialog with the Congressional committees responsible for authorizing and approving defense appropriations.

How deeply to cut and how rapidly were at issue, but also the means for achieving reductions. For recruiting, a key issue was the outcome of debate on how much to cut from the career force and how much to achieve through accessing fewer new soldiers. The latter is the easier alternative, but if overdone it leads to an unbalanced and inefficient force, with too many people doing jobs for which they are too senior – and too highly paid.

The complexity and political difficulty of decisions concerning personnel strength and policy under such circumstances proved a challenge to operational planning for recruiting. Compounding the problem was, of course, the onset of war in the Persian Gulf. In the fall of 1990 planned separations were deferred and recruiting was accelerated.

In addition to changes in the size of the recruiting mission, the composition and scheduling of recruitment actions become more complex because of a need to accommodate the flow of enlistees to constraints imposed by reductions in the training establishment and the staffing of USAR units. Active duty soldiers are not, as was to some extent the case before 1974, enlisted without a pre-confirmed training assignment.

In the USAR individuals are enlisted into specific Troop Program Units, and, as operational funding for the USAR decreased, the ability to put new recruits into units that were already up to strength vanished. This generated supply/demand mismatches that greatly complicated recruiting management. Thus, the Army's extended reduction in force has led to new challenges for recruiting defined by issues of efficiency in the employment of recruiting resources and flexibility in accommodating to changes in specific Army personnel needs.

Implications

There can be little doubt that the decision to maintain the strength with volunteers had profound implications for the Army and has in many ways been a transforming one. It has clearly produced a different kind of Army... or at least greatly accelerated tendencies that have led to institutional changes.

Fears that the need for the Army to be more accommodating to its new recruits would lead to an overall permissiveness detrimental to discipline underrated the professionalism of the NCO corps and the tenacity of





military tradition. The need for the Army to live up to individual promises recorded in enlistment contracts, however, did enforce a managerial discipline on the way soldiers are inducted, trained, and assigned to units.

The specific type of skill training a soldier enlists for is guaranteed, which means that the recruiting system had to be designed to match the qualifications and availability of each new enlistee to a specific class opening in an Army technical school. (An on-line school seat reservation system called REQUEST was phased in during FY 74, the first year of all-volunteer recruiting, and the use of this tool by Army guidance counselors at the Military Enlistment Processing Stations (MEPS) has become a key to many accession system improvements.) Additionally, assignment to a certain Army unit or location is part of the enlistment bargain for some recruits and this must be followed through on. Finally, the financial incentives and entitlements an individual soldier gains as a result of enlistment must be properly established in each pay record and maintained.

In general, the concept has forced a closer integration of all functions engaged in personnel management and development, including recruiting, training, distribution, and strength management. This has been necessary on the one hand to ensure that recruiting promises are kept, on the other by the need to maximize

readiness by getting new soldiers through the training pipeline and into operational units in the most efficient manner possible.

In addition to being much more specific in dealing with individuals, the accession system had to become more controlled in the handling of aggregates, because the Congressional committees responsible for authorizing and appropriating funds for the operation and maintenance of the Army have become increasingly specific in stipulating personnel strength. Precise year-end management of accessions to conform the Army's end strength to the size stipulated by Congress has become a routine aspect of accession management. In short, the salesmanship required to succeed in recruiting has become increasingly matched by the administrative challenges of finding the right numbers of round pegs to put in round holes on just the right schedule.

Perhaps the most profound changes have come about through the participation of soldiers in the expanded recruiting effort required by the all-volunteer concept. Thousands of the Army's best officers and NCOs have participated, only some voluntarily. All found it challenging and, for some no doubt, an unsettling experience.

Recruiting is not only difficult, but it is in some ways fundamentally unlike most military occupations. Although some teamwork is involved, an unusual premium is placed on individual initiative and responsibility. Each soldier carries an individual mission and must exercise an unusual degree of self-discipline to succeed. The psychological resilience to deal with avoidance and rejection by enlistment prospects and occasional hostility from parents is sometimes hard to summon up. Officers find themselves commanding in anomalous circumstances, giving direction to NCOs who are considerably more experienced in the enterprise than they are. Soldiers and their families

who have grown used to living on Army posts find themselves in civilian communities without some of the support systems the Army normally provides.

But on the positive side of the ledger, all-volunteer recruiting has kept the Army from growing insular and separate from other institutions of society. Army recruiters live and work in communities throughout the nation. In order to do their job, they must gain community support by making a case for Army service with educators, business people, and community leaders. They also must learn to deal with the news media. Through this activity the public is better informed about the Army, but also soldiers returning to their military specialties after a tour in recruiting cannot fail to have a better understanding of the troops they will lead and the role of the Army in American society. In 1983 Secretary of Defense Caspar Weinberger declared that the All-Volunteer Force was no longer experimental.

It is wise to put historical controversies behind us and to avoid being bound by anachronistic terms and conventions. But we must also learn from history. And, in a sense, recruiting in the modern era, because it depends on the individual voluntary actions of the thousands who chose to serve, is best viewed not as a routine governmental function but as a continuing experiment in democracy. As we go into the 21st century new challenges are arising.

The American economy is experiencing historic prosperity, and we must learn how to recruit in this environment. Despite recent concerns, if we use the lessons we have learned over the past 25 years, there is no reason to believe that the Army cannot continue to successfully maintain an all-volunteer force, as long as enlistment incentives are maintained, and recruiting manpower and funding are maintained at an adequate level. 🇺🇸

Hamilton retires after 31 years

– CG leaves USAREC to head the University of Alaska



by Kathleen Welker
Recruiter Journal editor

Having come to USAREC without preconceptions, MG Mark R. Hamilton referred to his first days as the commanding general as having the "purity of ignorance." With no practical experience in Army recruiting before taking command, he came to the job without expectation and

willing to put everything on the table for examination.

Early on, he understood recruiting to be a difficult mission, one that is extraordinarily important to the Army as a whole. But he espouses a philosophy that the most important things are not a matter of wisdom but of discovery, and he sought out the "tribal wisdom" of those who have much experience in the command.

"You need to go out and be taught by the people who do this for a living and you need to continue to be taught. There is something more dangerous than someone who doesn't care to understand, and that is someone with little knowledge who believes that he understands and, therefore, no longer needs the counsel," Hamilton said.

A self-avowed lover of words, one of his favorites is "sophomore," from the Greek *sophos* and *moros* [meaning wise and foolish], the foolish man who thinks he's wise.

"A sophomore," Hamilton said, "can be remarkably unproductive in this environment where you need to continue to be taught from the moment you're here to the moment you're not."

When talking about his 51-week tenure as the commanding general, Hamilton said, "I am comforted by the thought that leaders can make contributions to an organization very quickly as long as we limit ourselves to what we truly understand. We, as leaders, just have to live with the minor discomfort of realizing we don't know everything, because we simply never will. We must realize waiting for that elusive moment of understanding would paralyze us. To avoid being paralyzed, I needed to contribute early.

"It's impossible to spend even this short time around this organization

without feeling the dedication and commitment to recruiting, that those who have chosen to do this for a living feel very deeply [about it], and our civilians are not least among its advocates. This command benefits from people who really care about recruiting,” MG Hamilton said.

EXTERNAL AUDIENCES

“The greatest difficulty for this command and an area where I don’t give myself high marks, although not for lack of effort but for lack of success, is that this command is not understood by many significant external audiences, not the least among them the Army staff and senior Army leaders who know it’s important but really don’t understand the mechanism of it all,” Hamilton continued.

“That’s true of a number of key individuals in both houses of Congress who care very much about their Constitutional mandate to raise and maintain an Army but are not sufficiently informed to manifest that goodness they desire — and I have to go back and say that’s my fault. Trying hard doesn’t count. I have failed to educate enough people, inform enough people, so that the whole universe of individuals who really care about this command and its success can truly help us. That’s something I certainly hope my successor can effect, and I will certainly discuss that with him prior to the change of command,” MG Hamilton said.

Along the lines of keeping external audiences informed of what recruiting is all about, MG Hamilton has supported the concept of establishing the Accessions Council since his arrival in USAREC late last July. The Accessions Council is a joint information-sharing meeting comprised of TRADOC, DCSPER, MEPCOM, PERSCOM, and USAREC personnel. MG Hamilton believes the council can become the instrument of informing those external audiences of Recruiting Command needs and that

it will guide the command in the direction that fulfills USAREC’s potential.

TRAINING

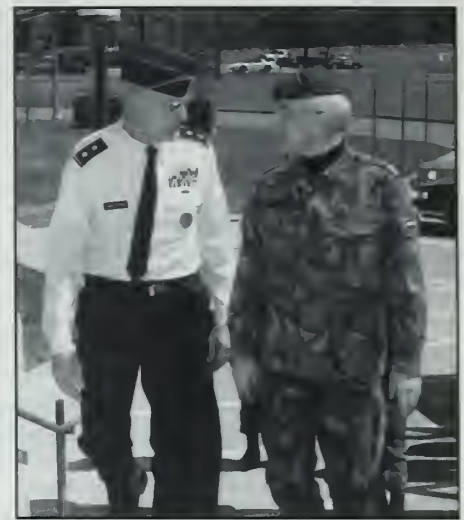
Hamilton described the evolution of his thinking about recruiting from the natural starting point of training. Early on he assessed the state of training in USAREC to be “abysmal,” considering that the Training Directorate had been reengineered away and that, while USAREC itself was at 114 percent strength, the RT slots were at 42 percent.

“It doesn’t take a mental giant to understand that training had taken a back seat. It was the desperation of the past couple of years, Hamilton said, “that caused people to accept this kind of death spiral attitude that said, ‘We haven’t got time to train, we’re too busy recruiting.’ That’s a variation of the old analogy, ‘I’ve haven’t got time to sharpen my saw, I’m too busy cutting down this tree.’”

“So aiming at the training piece was advisable and natural. The piece that I didn’t understand until much later in my education process was recruiter motivation and confidence. First you’ve got to understand your product and most recruiters do. You’ve got to feel comfortable with your training and I think we’re making movements there. Probably the thing I am most proud of is the Individual Recruiter Assessment, which I think promises long-term benefits to this command. I think three years from now when we start to have station commanders who have gone through five or six of these assessments, we will see a very real contribution to the leadership skills at the station level.

MOTIVATION

“But it was not until six or seven months after I took command that I recognized how powerful was the inhibition of constant rejection, what I have now dubbed the Prospecting Monster. There’s some compelling empirical data that demonstrates the equal importance of both training and



MG Hamilton escorts MG Ger J.C. Roozendahl during a recruiting briefing to the Royal Netherlands Army Training Command.

motivation. If you track the productivity of [detailed] recruiters by months in the command you will see a very interesting thing. There is a significant climb in productivity from the time they report in to the command to about 12 months, there is a lesser but upper movement to about the 31-month mark, at which time there is a disastrous drop to about the level they had exhibited at the 6-month mark. Of course this latter group has gotten their orders and have, quite frankly, quit. Not every one, not each individual, but across the command as a whole.

“What that demonstrates is a simple realization, at the six-month mark we have a highly motivated but not highly trained individual; at the 31-month mark, we have a highly trained but no longer highly motivated individual. Each of them contributes very little to the command.” Hamilton contends that this statistic describes very graphically the need for both training and motivation in recruiting personnel.

The commanding general has spent the past several months trying to attack this motivation piece and his first step was to try to identify what it is that’s inhibiting recruiters. He said he believes implicitly that recruiters understand the importance of the job they’re doing.

“I think they know that and they believe that and they’re committed to

it,” he said. “But I think what really gets to them is the cumulative effects of their reactions to the disappointments and rejections over time — in short, it beats them down. I am struck again and again with how powerful the motivation piece is.

PROSPECTING

“Even good people will choose almost anything to avoid going out to be rejected again. It’s absolutely understandable. It’s one of those areas where we don’t need more data. Peter Drucker said 25 years ago that if you find a job where two good people fail, change the job. We have a case here where we quite literally have thousands of good people fail, and I think it’s imperative that we change the job.

“You can change it in many ways but one way we’ve got to inform people as to the centrality of the prospecting effort, inform them, let’s look the enemy in the eye and understand what it is. Then we’ve got to be very innovative in how you go about changing the nature and the threat of

this requirement of ‘prospect.’ We’ve got to provide the framework, the opportunity for greater accountability in the prospecting area. We have to provide the opportunity for greater confidence — part of it is training, part of it is understanding the nature of this threat, what I have called the Prospecting Monster. Prospecting is an area where our own human nature works against us. And we’ve got to recognize that and attack that, because I believe it is the single thing ultimately most intimidating.

“There is a point at which you can’t get better production by asking louder. The prominent characteristic of this Prospecting Monster, which is doing something you don’t want to do [being rejected again], is to find something else “important” to do, like washing the car, something like staring at a list. As human beings, we need help and encouragement and sometimes assistance to overcome those inhibitions. Part of it is a refocusing on the certainty that however many rocks we have to turn

over and no matter how many crawly things come out from under them, your job is to turn over rocks because under those rocks is the next Army.”

LEADERSHIP

Hamilton believes that USAREC leadership is fundamentally different from the “traditional” Army. His example is the division commander, a two-star general who has medals from battles that happened before most of his soldiers were born and has instant credibility in the discipline, in the art, of his branch. Hamilton described chain of authority as one based in the credibility of experience:

“The brigade commander passes orders to the battalion commander who themselves have performed similar missions for more than a decade in the same branch and have ‘earned their spurs,’ and who are uniformly and universally admired,” Hamilton explained. “The battalion commanders are the best and the brightest, selected for command by centralized boards that recognize they’ve spent 16 or 17 years holding every job in the battalion, and they pass the order to company commanders who have spent five years in the trenches doing every job. Those leaders have grown through the system, which gives them a tremendous aura of credibility, not to mention authority.”

In USAREC to a very real extent, the officers are “summer-hires,” as Hamilton called them. It’s understandable that they would be suspect, not for their motivation, not for their integrity or values or commitment, but that they can rightly be asked: “Do you really know what we’re doing? Do you really understand what we’re going through? Do you have any idea what the second bounce of your latest great idea will cause us?” This is all very understandable and what happens ultimately at every level. We have station commanders with far less practical experience than many of the Reserve recruiters in their stations.



One of the duties of commanding general that MG Hamilton truly enjoyed was awarding soldiers with well deserved honors and recognition.

Hamilton's advice?

"The smart new leader will listen to the people who have done this long-term," he said. "You can master enough to be very useful and very productive at any level in a short period of time. But to be the ultimate expert, we need to trust that to the people who have done this for a very long time. We need to entrust them with policies and instruction, and they ought to be key advisors. It takes only several days to figure out the mechanics of the process, to learn the science, if you will. It probably takes several months to understand the ramifications of those processes, and several years to grasp the nuances of the art of recruiting. I, for one, will entrust that to the experts."

In defense of those soldiers who cannot consider themselves "expert," the CG said, "The detailed recruiter brings the direct connectivity to the force that we need to convey our message. We will always need the new eyes and voices of detailed recruiters. They keep us vibrant in the market."

REASONS

Hamilton describes the multitude of surveys USAREC performs to direct our efforts and what interest they provide.

"In one of our many surveys, we ask America's youth why, if you were to consider joining the service, why would you want to do that?" Hamilton explained. "And there are reasons that run the gamut from money for college to skill training, adventure, going through a whole list of items. We give a similar survey to those who have already decided to joined, and although money for college is still the #1, it's almost caught by a brand new #2, which is "I wanted to do something I could be proud of." And the difference between list number one and list number two is that they have met our recruiters. That's what they're selling, you can be part of something to be proud of. And the way to sell that is to be proud."

TRADOC

Asked about moving USAREC under the Training and Doctrine Command at the beginning of FY 99, Hamilton responded: "I think it's a natural marriage. I think the courtship started 25 years ago when the Army in two separate, critical, and constructive decisions shaped the Army we see today. One, they formed the Training and Doctrine Command, and two, in the same year, they refocused the United States Army Recruiting Command. These two organizations have grown and influenced and changed the nature of this Army. They are now going to do so under the same banner."

"I think the marriage is natural and in no sense threatening, because what will happen, perforce, is that the leaders of the Training and Doctrine Command will understand more than any of their predecessors what this command is and how it fits into the larger accessions-training formula. I am not at all afraid of that arrangement and I applaud it."

CONCLUSION

"As a parting message to my recruiters and their chain of command, I have a few thoughts.

"First, what you do is essential. Think about that for just a moment. You allow us to have an Army. No one can do it but you. There are so many frustrations, so many failures, so many rejections, but you and you alone provide the strength. You must keep going. We do not need more of your time – we need your best effort – applied against the right market at the

right place and at the right time.

"Commanders and senior noncommissioned officer leaders, your mission is not a number. Your mission is to train and motivate and care for recruiters and their families. It is hard to imagine the anecdotes told about you. I cannot believe they apply to more than a handful, but where it applies, listen up!

"Anyone out there denying planned-for leave – stop it! Anyone out there forcing soldiers to work on Sundays or every Saturday – stop it! Time is not the driving resource – it is *best effort*. Take care of your people, just as you have always pledged to do, and they will provide best effort. Those who *cannot* produce need training; those who *will not* produce need counseling, relief, or nonjudicial punishment. Neither category needs extra hours in the station.

"Thanks for your support for my short time as your CG. I admire what you do for your country."

After a lifetime of serving his nation, Mark Hamilton and his wife Patty will move to Alaska, their adopted home state, where MG Hamilton has been selected as the next president of the University of Alaska. He considers the opportunity to work in the development of America's youth to be a natural transition from his Army career and one that he and his wife feel "mightily blessed to have."

Good luck, sir, and Godspeed. 📻



Hamilton and his wife Patty will relocate to their adopted home state of Alaska later this summer, where he will take over the University of Alaska as president.

The Way I See It

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are *not* required.

Dear Chief of Staff:

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

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Fold here first

CSM Leturno –



a voice of continuity

by Kathleen Welker, RJ editor

After the retirement ceremony for CSM Thomas R. Brooks on May 29, a new occupant moved into the sunny office on the second floor of the USAREC headquarters. This personnel shift marked the beginning of a summer of turbulence at the headquarters, but CSM Roger L. Leturno is unfazed.

Both deputy commanding generals retired in a ceremony on June 5 and the change of command is scheduled for July 23, which means the voice of continuity in the command group now belongs to Leturno. As the command sergeant major, it will be his job to educate a new crop of Recruiting Command generals, as well as train and motivate the recruiting force.

Leturno has been in recruiting since 1980, a duty for which he volunteered as he had volunteered to enlist in 1972. He entered the Army as a construction engineer and served in Fort Campbell, Korea, Fort Bragg, and Germany before recruiting sent him to Peoria, Ill., for five and a half years. He has been a field recruiter, an on-production station commander, a recruiter-trainer, a limited production station commander, a Delta recruiter, first sergeant, battalion sergeant major, and the CSM of 5th Recruiting Brigade.

Ironically, it was a “recruit the recruiter” team that came through Fort Bragg in 1980 that caught Leturno’s attention. As a new member of the Sergeant Morales Club, he was invited to a briefing where he was convinced that he had a future in recruiting. And it turned that he did.

Leturno believes first and foremost in the accountability of leadership and that NCOs have a responsibility to take the initiative.

“Don’t wait for somebody to tell you to do something or how to do something,” he advises. “Take it upon yourself to find out what needs to be done and how to do it — then do it. I have a low tolerance for soldiers who have earned the rank of a leader but fail at basic soldier skills.”

When describing his philosophy on the professional development of soldiers, he insists that there should be no double standard for recruiters. Recruiting leaders owe it to their soldiers to hold them to Army standards for training, physical fitness, and professional development, especially to detailed recruiters.

“This is not just about being a good 79R,” he said, “but about being a good soldier and a good NCO. We cannot give ourselves a chance to damage a good soldier’s career by neglecting those things that are critically important to the rest of the Army. Even if a

soldier does not convert to 79R, they have, in most cases, served USAREC and the Army very well — we owe them the attention they would have received had they stayed in their MOS in a line unit these past three years.

“We must always remember that recruiting is the job, but that they wear the uniform first,” he said.

As might be expected from a man who has attained the highest office in his profession, Leturno has some thought on success.

“I agree with the CG that training is vital in this command and that there is a real need for follow-on training. I would also say that the truly successful recruiters are self-motivated — they are successful because they want to be successful. They take it upon themselves to seek out ways and means to be successful.”

He has taken over a tough job at a tough time, but Leturno likens recruiting to juggling, keeping several balls moving through the air at once.

“It’s a tough environment out there right now. All the services are having difficulty making their recruiting goals, but do we hope for a worse economy so we can make mission? I think not. We have to be active in our communities, tell the Army story at every opportunity, make our own luck, and keep prospecting. To be successful, we have to want it.”



Biography

Command Sergeant Major Roger L. Leturno

Command Sergeant Major Roger L. Leturno was born December 18, 1954, in Elgin, Illinois. He earned a Bachelor's Degree in Marketing from Governor State University, Park Forest, Illinois. He entered the Regular Army in August 1972 and received basic training at Fort Polk, Louisiana.

His military education includes: Construction Engineer School, Airborne School, Jungle Operations Training Course, Construction Equipment Basic Non Commissioned Officer Course, Non Commissioned Officer Academy, Army Recruiter Course, Station Commander Course, Advanced Non Commissioned Officer Course, Recruiter Trainer Course, Pre-Commissioned Officer Course, Advanced Land Navigation

Course, First Sergeant Course and the U.S. Army Sergeants Major Academy.

Command Sergeant Major Leturno's first assignment upon completion of basic training was with the 101st Airborne Division (Air Mobile), Fort Campbell, Kentucky. He served as a Squad Leader with the 44th Engineer Battalion, Korea; the 612th Quartermaster Company and 592nd Transportation Company at Fort Bragg, North Carolina; and Platoon Sergeant in the 12th Engineer Battalion, 8th Infantry Division, Germany.

His first assignment in Recruiting Command was in October 1980, in the Peoria District Recruiting Command, Peoria, Illinois. There he served as a recruiter, on production station commander, recruiter trainer,

and limited production station commander. He has since been recruiter and NCOIC of the 1st Special Forces Operational Detachment-Delta, Fort Bragg, North Carolina; First Sergeant, Mercer Recruiting Company, Pittsburgh Recruiting Battalion; Sergeant Major of the Salt Lake City Recruiting Battalion and Command Sergeant Major of the 5th Recruiting Brigade, Fort Sam Houston, Texas.

On May 30, 1998, he assumed the duties as Command Sergeant Major of the United States Army Recruiting Command, headquartered at Fort Knox, Kentucky.

His awards and decorations include: the Meritorious Service Medal with three Oak Leaf Clusters, Army Commendation Medal with four Oak Leaf Clusters, Army Achievement Medal with one Oak Leaf Cluster, National Defense Service Medal with Bronze Star, NCOPD Ribbon with Four Device, Army Service Medal, Overseas Service Medal with Two Device, Joint Meritorious Unit Citation, Valorous Unit Citation, Army Superior Unit Award, Army Recruiter Badge with Three Sapphire Stars and the Recruiter Ring. Command Sergeant Major Leturno has been a member of the Sergeant Morales Club since 1980.

Command Sergeant Major Leturno and his wife, the former Jacqueline Tabert, have two children, a son Alan and a daughter, Maggie.

As of June 1998

A substantial number of years

Our Army is highly skilled and filled with quality men and women. It represents a society within a society, one that is wholesome and one that takes care of its soldiers and their families, one that is well trained and capable of deploying anywhere, anytime, doing the job and coming home.

How did we get to where we are?

— CSM Thomas R. Brooks



NOTE: "It took 15 minutes to write this speech two days before my retirement. It was inspired by three things. First was my Army experience and love for soldiers. The second was a quote by Mr. Charles Province that my wife gave me and I thought it was appropriate for the speech. The third inspiration came from an alumnus from the University of Mississippi (Ole Miss), Mr. Frank E. Everett, who made an interesting comparison between a university system and Ole Miss, which inspired me to put the USAREC and Army comparison into words." — CSM Thomas R. Brooks

Retirement Ceremony Speech

May 29, 1998 – Fort Knox

Sergeant Major of the Army Hall, Major General Hamilton, General Kindred, General Smith, family members, distinguished guests, and my fellow soldiers. You have truly honored me today. My family and I

deeply appreciate what you have done and each of you are very special to us.

I am concluding nearly 31 years of service in the United States Army. As you know, a substantial number of those years were spent right here in the Recruiting Command. During my time in the command, I have never come to work one day without meeting a new challenge. People often ask me how I could stay so long in a pressure-driven job like USAREC. The reason is simply the never-ending challenges we face every day in this business.

We are here today representing an institution called the United States Army, the best Army in the history of this country or any country, for that matter. Our Army is highly skilled and filled with quality men and women. It represents a society within a society, one that is wholesome and one that takes care of its soldiers and their families, one that is well trained and capable of deploying anywhere,

anytime, doing the job and coming home.

How did we get to where we are?

The answer to me is very simple. 25 years ago, next month, our government abolished the Selective Service Act. It expired June 30, 1973. The last person was drafted in December 1972. I believe that this single act by our government was the greatest and wisest decision made during this century. Turning to an all-volunteer armed force has done more to bring this country together than any other single act. It has helped heal the wounds of the late 1960s and early '70s.

The Selective Service System was not fair even though it may have tried to be. There is nothing fair about forcing young men to do something against their will. But that is exactly what the Selective Service did. It was a way of life and people just seemed to accept it. Hundreds of thousands of young men, in their prime, were drafted into the armed forces during the late sixties and early seventies. They had to serve because it was the law.

This was a terrible time for our country. In 1968 there were two assassinations — that of Dr. Martin Luther King and Robert Kennedy. There were riots in the streets of Chicago. All this because of the Selective Service and an extremely unpopular war which was going on in the Republic of Vietnam and a politically diverse society. This war caused over 50,000 young men, and women, to give the full measure of sacrifice for their country.

Something had to change in this country and I believe the elimination of the Selective Service Act was the one thing that changed this country and our lives.

So, who is really responsible for creating the Army we enjoy today? Certainly the Recruiting Command was the driving force behind the volunteer Army. TRADOC is

responsible for providing quality training for these young soldiers. Forces Command organizes and puts together the battle plans to fight wars. The leaders are responsible for guiding and directing our soldiers.

But the real reason we enjoy such a great Army is because of those 50,000 soldiers, sailors, and airmen who gave their lives. Not to fight some communist regime in Vietnam. They gave their lives for us. It was their plight, their untimely deaths that caused our government to make a change in the laws regarding conscription. You see, conscription within a democracy is a conflict of terms. It was not simply the politically correct thing to do—it was the moral thing to do. Most of those who perished would be grandfathers today but many never saw or held their children. These dead patriots are why I served. They are why I have worked so hard all these years to make the volunteer Army a success. I hope each of you feel the same way.

In the words of Charles Province:

It is the soldier, not the reporter,

Who has given us

Freedom of the press.

It is the soldier, not the poet,

Who has given us

Freedom of speech.

It is the soldier,

Not the campus organizer,

Who has given us the

Freedom to demonstrate.

It is the soldier, not the lawyer,

Who has given us

The right to a fair trial.

It is the soldier,

Who salutes the flag,

Who serves under the flag,

And whose coffin is draped by the flag,

Who allows the protester to burn the flag.

The invention of the automobile, airplanes and space shuttles cannot compare to what the recruitment of volunteers for our Army has done for this country. USAREC, you have

done more for your country than anyone can imagine. This is why each of you must continue to serve proudly, every day. The Army is getting smaller. When this happens some people lose focus. Some leaders worry about money and not people. Stay focused and serve proudly because you believe in yourself and what you stand for — freedom and a better way of life for this great nation.

USAREC is special to me. Oftentimes I hear soldiers refer to the “real Army” when comparing USAREC to their former jobs.

And now, after 26 years of silence, I will share with you the difference between the Army and USAREC.

There is a valid distinction between the Army and the Recruiting Command even though they are closely intertwined.

♦ The Army is all about weapons, battle plans and preparing soldiers for war. The Recruiting Command is about emotion, mood, personality and character.

♦ The Army is physical. USAREC is spiritual!

♦ The Army is tangible. USAREC is intangible!

♦ The Army trains as it will fight. USAREC trains during the fight!

♦ The Army is respected. USAREC is loved!

♦ The Army, as needed, will deploy soldiers. USAREC is deployed everyday!

♦ When you have served long enough, the Army will award you a retirement certificate which, regretfully, terminates tenure. But, you can never retire from USAREC.

I will miss each and every one of you. I challenge you to continue the fight. Don't give up. There is a young person out there, right now, who needs to hear the Army story!

May God bless the Recruiting Command and the United States Army. God bless America!

Executive Orders 9980 and 9981

end segregation in government

On July 26, 1948, President Harry S. Truman signed Executive Orders 9980 and 9981, which provided for nondiscrimination in the federal government resulting in the integration of the Armed Forces. Although politics was one of several factors that led to these Executive Orders, they were born during a presidential campaign; their content and timing reflect that.

The signing of the orders, however, was a result of the President's Committee on Civil Rights, formed shortly after World War II to investigate and report on the status of civil rights in America. The members of this committee presented to the President on Oct. 29, 1947, a far-reaching series of recommendations. In effect, this was a program for corrective action that would serve as a benchmark for civil rights progress for years to come. It examined the state of civil rights in the Armed Forces and publicized the long-ignored survey of Black Infantry platoons that had fought in Europe in 1945. It concluded:

"The injustice of calling men to fight for freedom while subjecting them to humiliating discrimination within the fighting forces is at once apparent. Furthermore, by preventing entire groups from making their maximum contribution to the national defense, we weaken our defense



A Black soldier of the 12th Armored Division stands guard over a group of Germany prisoners, April 1945. (Records of the Office of War Information)

to that extent and impose heavier burdens on the remainder of the population."

The committee called for sweeping change in the Armed Forces and recommended that Congress enact legislation, followed by appropriate administrative action, to end all discrimination and segregation in the services. The Armed Forces, it declared, should be used as an instrument of social change. These recommendations, of course, were met with wide spread resistance, from the public as well as senior military leaders. The President knew if the services were to be integrated, it would have to be forced upon them. In the end, the President decided to issue two executive orders. Approvals were

quickly gathered from cabinet officials, resulting in Truman signing the historic documents on July 26, 1948. The President issued the orders despite warnings from political allies such as "if these orders are signed, you wouldn't get any votes even if you were running for dog catcher."

President Truman laid the foundation for fair and equal treatment in the Armed Forces as we know it today. As you go about your daily activities, take time to pause and reflect on the meaning of the signing of these executive orders. The Army has historically been a leader in promoting equality, not only for the Department of Defense, but for the nation as well.

A personal call to duty

- Celebrating the 50th anniversary of desegregation

by Bernard A. Hamblin III
Kansas City Recruiting Battalion

"Let us have faith that right makes might, and in the faith let us to the end dare to do our duty as we understand it."

- Abraham Lincoln, Feb. 27, 1859

On July 26, Americans will celebrate the 50th anniversary of the desegregation of the armed forces, signed into law by President Harry Truman in 1948. This anniversary marked a beginning to the end of the belief that Blacks were not suitable for combat:

Armor COL James Moss opposed opening any combat positions to Blacks during World War II, stating, "As fighting troops, the Negro must be rated as second-class material, this primarily to his inferior intelligence and lack of mental and moral qualities." His statement reflected a common belief held by White Americans of that era, despite the fact that many Blacks had, without obligation, given their lives voluntarily in every American war to date.

The efforts and personal sacrifice of many Black service members surpassed what many would term normal duty, but none more so than the Black pilots dubbed Tuskegee Airmen, the Black tankers of the 761st Tank Battalion, and the Black hero of Pearl Harbor, Navy cook Doris Miller, who would become an icon for Black Americans during WWII for heroic actions in the defense of the USS West Virginia.

"Tuskegee Airmen" was a name given to Black pilots who served in a combination of segregated Army Air Corps units activated between 1939 and 1945.

White pilots and Air Corps officials alike refused to serve side-by-side with Blacks, so there was never any intent of letting them fly in combat. The Corps simply intended to train Blacks as pilots hoping to quiet civil rights activists.

After increased pressure from equal rights supporters, the Tuskegee Airmen were eventually called to duty in World War II. They were led by MAJ Benjamin O. Davis Jr., who would later become the Air Force's first Black three-star general.

These Black pilots flew 15,553 sorties and accomplished 1,578 missions during the European Campaign. German pilots in admiration and fear called them "Schwartzte Vogelmenschen," translated as Black Birdmen. White pilots later nicknamed them "Black Red-Tail Angels," for their reputation of protecting the bombers they escorted on missions. Sixty-six Black Tuskegee Airmen lost their lives in combat, and 32 more became prisoners of war after being shot down. Overall the Airmen earned 150 medals for their dutiful service to include Distinguished Flying Crosses, Legions of Merit, and various foreign medals.


While Black pilots were proudly serving their country in the air, Black tankers were serving on the front lines. In 1944, the 761st Tank Battalion, America's first Black armor unit, was called to combat duty. Much like the Tuskegee Airmen when first activated in 1942, the 761st was not supposed to fight in combat; their activation and training was a mask adorned for civil rights activists.

Mastery of their combat training and the Allied Forces' vital need for tank reinforcements earned the 761st a chance to show the world that they were capable of fighting for their country. Then-LTC George S. Patton

said, "Men, you're the first Negro tankers to ever fight in the American Army. I would never have asked for you if you weren't good. ... Everyone has their eyes on you and is expecting great things from you, don't let me down." They would meet and exceed Patton's expectations.

In one of their more notable battles the 761st is credited with defeating 14 different German elements in a three-day period. Of the many Black tankers singled out for their actions that went beyond the normal duty, SGT Ruben Rivers was awarded a Congressional Medal of Honor. Rivers' sense of duty gave him the power to fight through several enemy confrontations for four days with a service-ending wound to his leg.

The 761st inflicted 130,000 casualties on the German Army, and liberated or captured more than 30 towns and other strategic German positions. Over 460 wheeled vehicles and 34 tanks were destroyed, and they captured 113 large guns and thousands of individual and crew-served weapons. In six months of battle, without relief, the 761st lost almost half its men, as well as 71 tanks. The element was awarded the Presidential Unit Citation for its actions during WWII. They so impressed GEN Patton that after the war he personally congratulated and thanked the unit for their achievements.

The accomplishments of Black soldiers who served before and during WWII surpassed duty, because prior to July 26, 1948, Blacks were not morally or legally obligated to assist in the defense of the United States of America. Their feeling of duty and obligation was created internally, and was strong enough to endure years of ignorance and mistreatment. It is now our duty to continue to recognize these soldiers for their contributions to the freedom of this country. 

OCAR CSM visits 1st Brigade

CSM John E. Rucynski's visit to 1st Brigade on Mar. 25-26 went very well. He and SGM Nobel W. Tackett Jr., Operations SGM of 1st Brigade, visited two recruiting stations per day and ended their visit at the Baltimore MEPS.

Army Reserve recruiters gathered at the station nearest to them to meet Rucynski and discuss issues concerning Army Reserve and Active Guard Reserve.

One of the highlights of this trip was the MEPS visit. Rucynski was impressed with the way USAREC handled applicants and he walked through the complete process. Rucynski came away with a new understanding in regards to some of the "recruiter promise" myths he had heard about from Troop Program Units. He was particularly interested in the MOS description disk we show applicants, and couldn't believe the amount of paperwork involved in the accession process.

One issue that came up during one of the station visits was attendance at the Reserve Partnership Council meetings. The comment was something to the effect that the only people who show up are the local area's Unit Administrators, supply sergeants and motor sergeants. He has asked to attend the next Reserve Partnership Council meeting that is to be held within the areas of the Baltimore and Syracuse Recruiting Battalions.

New Incentive

The CG has approved a mission incentive effective RSM June for the remainder of FY 98. Commanders and staff should ensure that their company and station commanders are aware of this incentive.

USAREC REQUEST message 98-042 was released on June 2, 1998 for dissemination to stations. All Regular Army recruiters who make mission box and overproduce a "quality" contract (RA or USAR) during an RSM will



receive overproduction points. Recruiters are also allowed to use the overproduced contract to substitute for any missed category in any previous RSM, within FY 98. This applies to company level and below only.

Substitution can only be used once. However, if that makes the soldier "box" for the month applied to, then the recruiter will in fact be given box points. There will be no changes or BOARDS edits.

This message will only apply as stated above and does not effect year end awards or recruiter of the year procedures. This is for points only and does not constitute a mission reduction.

RASP Update

The Reserve Associate Support Program (RASP) is a 3-year pilot program designed to increase the readiness of the FSP units of the Army Reserve by providing battle focused, experienced soldiers to our Troop Program Units. This program would also provide the Regular Army with additional assets without an increase in end strength.

Various problems arose during the implementation of the RASP and USAREC is currently working

through them.

Currently USAREC has written three RASP enlistments, one from 1st, 5th, and 3rd Brigade respectively toward a goal of 100 for the 3-year test program.

RASP is not available in 6th Brigade.

Second Brigade has a sizable number of the RASP vacancies and is expected to write a large number of contracts as the program develops.

The RASP provides for a \$5,000 enlistment bonus and the \$20,000 Student Loan Repayment Program. This is in addition to the Selected Reserve Montgomery GI Bill entitlement.


Substitution rule changes have been implemented to give Regular Army recruiters contract credit toward their Regular Army mission box for writing a RASP contract.

Guidance counselors are eligible to compete for the Chief of Staff Award for selling RASP enlistments.

In order to create an awareness for this program, the RASP has been featured in articles published by the Army Times and several other service publications on a national level. The Department of the Army Circular 140-98-1, US Army Reserve Associate Support Program (RASP), and MOIs have been distributed to all recruiting battalions involved in RASP. The RPIs were previously distributed providing recruiters and battalions with the tools necessary to successfully sell RASP enlistments.

Any questions or recommendations concerning the RASP program should be directed to USAREC Plans and Policy, Mr. Mike Kuzma 6-0439 or SFC Nowakowski 6-0438.

Quals Note

Effective May 22, 1998 the ST score for 91C1 is 105 and the SAT/ACT score requirement was rescinded. Effective June 1, 1998, 91C will also require a GT score of 110. 

Golden Knights target Baysox Fans

*Story and photo by Glenna Linville,
Baltimore Recruiting Battalion
Advertising and Public Affairs*

BALTIMORE, Md. — With red smoke outlining their maneuvers, eight members of the US Army Golden Knights Parachute Team descended into the Prince George Stadium as part of the pre-game festivities on May 4.

Fourteen thousand attend the first major league vs. minor league baseball game at Prince George stadium.

A capacity crowd of more than 14,300 attended the first major league vs. minor league all-star game.

The Baltimore Orioles played against their future ballplayers from the farm teams: the Bowie Baysox, Frederick Keys, and Delmarva Shorebirds.

The minor league all-stars prevailed in nine innings by beating their pro ball affiliates, 7-4. But the Baltimore Orioles were the top winners in a home run derby held prior to the start of the 6:15 p.m. game.

Recruiters in the pre-game

The cheers and applause were heard from the crowd when Golden Knights' team member, SGT Brian Mayer walked into the stadium. Mayer carried the American flag and the game ball for this historic game.

SSGs Keith Matthews and John P. Drawbond, Army recruiters from the Laurel Recruiting Station (Md.), also participated in the flag ceremony.

High visibility for Army

To give the crowd a better view of the parachute maneuvers, the Golden Knights made their descent from a lower altitude.

"We always like to jump and put

on a good show for everyone," said SGT Jeff Cambre, Golden Knights team member, "We will do our best to do whatever it takes."

The Golden Knights are also known for their high altitude jumps at 12,500 feet.

Sox fans meet the Knights

Youngsters, teens and adults took the time to thank the Golden Knights Parachute Team, and ask them questions while they mingled with the crowd to autograph programs, baseballs, hats and more.

"We make about 200 jumps during our winter training and 180 during the full show season, which runs from March through November," said Mayer.

Cambre said the Golden Knights pack their own chutes except for the reserve parachutes. Every 120 days, certified riggers inspect and pack their


chutes as a safety precaution.

Making the Golden Knights team is a very competitive and selective process.

"You have to have at least 150 civilian free fall parachute jumps," Mayer continued, "be active duty military, and have a clean military and civilian record . . . Like any athlete, the harder you train the better odds you have to be accepted on the team."

SFC Michi White, one of two women jumpers with the Golden Knights, will tell you that she wants to be remembered by people for her parachuting ability not the fact that she's a woman.

Her greatest challenge? "Training to put out 100 percent every day. The challenge never goes away.

If the crowd's cheers and enthusiasm toward the Knights is any indication, this was another 100 percent effort." 



Part of the pre-game festivities was the retreat ceremony at Prince George Stadium. Army recruiters SSGs Keith Matthews and John P. Drawbond, Laurel Recruiting Station (Md.), performed the ceremony.

Christmas in April

*Story and photo by Renee McElveen,
Harrisburg Battalion Advertising and
Public Affairs*

STROUDSBURG, Pa. —

Armed with hammers, paintbrushes and extension ladders, US Army Recruiters from the Stroudsburg Recruiting Station converged on the home of Joan Proto to make home repairs.

Christmas in April is a national program held each year on the last Saturday in April. Army recruiters and community volunteers spend a day fixing homes for those identified as being in need of assistance. There is no cost to the elderly for these repairs.

In order to qualify for the Christmas in April program, senior citizens must own their own homes and earn less than \$14,000 per year.

Proto is 87-years-old and has lived in her East Stroudsburg house since 1972. She lives alone and has no relatives living in the area to help her. Proto's closest relation is a nephew who lives in Florida. She was thrilled to have her home selected for the Christmas in April project this year.

"It's great!" she said of the program. She described the volunteers as "wonderful." As she watched the volunteers buzzing around, washing windows, vacuuming and shampooing her rugs, and throwing out papers and unwanted items she had collected over the years.

SFC James A. Raby of the Stroudsburg Recruiting Station met the organizer of Christmas in April while he was prospecting in a local restaurant in early April. He and the program's organizer started talking about the program and Raby volunteered himself and the services of his fellow recruiters to participate in the program.

SFC James E. Chapman, SFC Michael F. Kulikowski, SSG Tyron N. Mah, and SGT Mike G. Preston said they were happy to help. All of the recruiters said they were experienced in doing home repairs.

Preston even has two years of construction experience from a trade school. Raby said he owns a book on do-it-yourself home repairs. Both he and Chapman showed up at the work site with tool belts strapped on their hips.

With the large number of volunteers on hand, improvements were made quickly to the small house. The volunteers were organized into working teams for the interior and exterior home repairs, and the Army recruiters made up the roofing crew.

Around 7:30 a.m., the recruiters climbed onto the roof to start tearing off the old shingles with roofing shovels. By 9:17 a.m., the roof was off. At 10:14 a.m., the gutter was peeled off and the dirt, leaves, and pine needles cleaned out. The roofing crew started to lay the new tar paper and shingles at 10:20 a.m.

While the roofing crew was hard

at work, the college students climbed on ladders to stain the house trim or brush white paint on the window boxes. They also took down the window shutters and sat cross-legged in the bright green grass, dotted with yellow dandelions, to chat among themselves while giving the shutters a new coat of paint.

At 4:00 p.m., the work teams had finished the repairs to the home of Joan Proto. It was time to go inside to say goodbye to Proto and wish her well. She clasped their hands gratefully and thanked the volunteers for their efforts.

Although they did not come bearing poinsettias or fruitcakes, volunteers provided Christmas in April for Joan Proto. Red leaves on a poinsettia eventually wilt, and a tin of fruitcake eventually gets eaten. 🔔

Although they did not come bearing poinsettias or fruitcakes, Army recruiters volunteered their time for Christmas in April ...



From left to right: SFC James A. Raby, SFC Micheal F. Kulikowski, SGT Mike G. Preston, and SFC James E. Chapman. (Not pictured is SSG Tyron N. Mah) The US Army recruiters from the Stroudsburg Recruiting Station volunteered their time to Christmas in April. This is a no cost program that fixes the neglected homes of elderly citizens.

Jump batons go to Lakeside High School valedictorians



High school valedictorians, Luke Nervig (left) and Mike Witt (right), were presented the jump batons by the Golden Knights. Nervig and Witt maintained a 4.0 GPA.

*Story and photo by Verna J. Roosevelt,
Seattle Advertising and Public Affairs*

NINE MILE FALLS, Wash. —

The whole student population of Lakeside High School was lined up along the running track to watch the US Army Golden Knights' parachute jump to reach their school grounds.

Army recruiter, SSG Joseph Wulczynski, made the arrangements to have the parachute team perform for the high school on Mon., May 18.

All eyes were on the sky as the first member of the team left the aircraft. Under the bright yellow and black canopy of his parachute, he gracefully soared his way to the ground carrying the POW/MIA flag. At the landing site, Army recruiters SSGs Wulczynski and Edward Simpson stood by to receive and fold the POW/MIA flag.

Recruiter and COI in the air

On board the aircraft Army recruiter SGT Christian L. Batty and Michael Mann, assistant promotions director of KDRK FM in Spokane,

watched the remaining team members as they left the airplane one-by-one and landed on the mark in the center of the field.

Golden Knights award batons

When all members of the parachute team were on the ground, two of the Golden Knights presented Mike Witt and Luke Nervig, the school's valedictorians, with the batons that were carried on the jump.

Luke Nervig has overcome tremendous challenges to maintain his 4.0 GPA. After suffering a serious climbing accident last summer, Luke spent the first two months of this school year in rehabilitation. He is an All State musician (clarinet) and a member of the Spokane Youth Orchestra. He attained a perfect score on the physics SAT 2 test. Nervig is the recipient of the Washington State Professional Engineers' Scholarship; an award winner for the Spokane Scholars Foundation; and a recipient of the NASA grant scholarship.

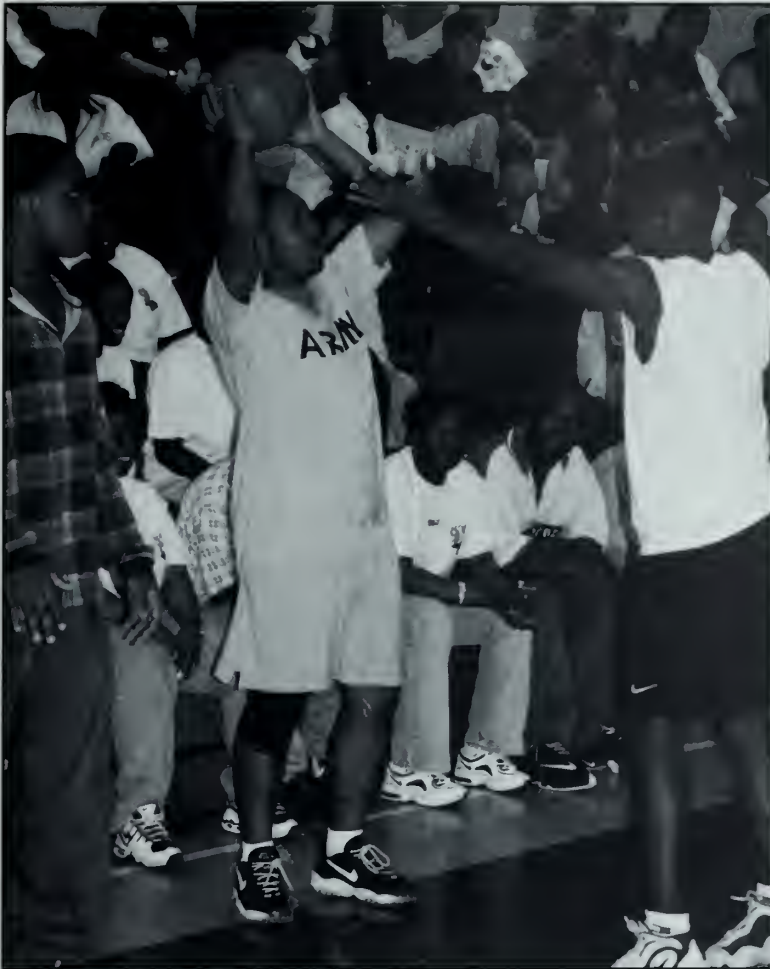
In addition to maintaining a 4.0 GPA throughout his entire high school career, Mike Witt also partici-

pated in cross-country, track, basketball and baseball. He was the state champion in cross-country in his senior year, received an athletic scholarship, is an All State Athlete, and is an All Conference Athlete. He is a member of the National Honor Society. He was the junior class president and has been a member of the Knowledge Bowl and Math team. He is also an Eagle Scout.

As the Golden Knights folded their parachutes, Lakeside students got to talk to the team close up. They collected their autographs and asked each member any questions they wanted to about themselves, their lives and their careers.

Classroom time for Army

Later in the morning the Golden Knights were introduced by Captain Sanchez, Spokane Recruiting Company, and SSGs Wulczynski and Simpson to two classrooms where they were able to share in much greater detail what it's like to be a part of the US Army and the Golden Knights. 📢



SSG Jessie McNair, Orangeburg Recruiting Station, dons sneakers and his PT uniform to blend in at Elloree High School. (Photo by Leslie Ann Sully)



AAFES staff members make last minute adjustments to SSG Jeffrey Jennings' uniform. Jennings was selected as a model for the AAFES Uniform Catalog. (Dallas Battalion Advertising and Public Affairs)



SPC Angela P. Leverette, Fort Lewis, Wash., provided a culinary arts demonstration for the students at the Metro Tech High School, in May as part of the TAIR program. The students enjoyed samples of the finished meal and discussed Army opportunities with one of the Army recruiters. (Phoenix Battalion Advertising and Public Affairs)

1. USAREC Form 1118 (Request for Reference) is valid for _____.

- a. 3 months
- b. 6 months
- c. 9 months
- d. 12 months
- e. Does not expire.

2. To volunteer for the Hometown Recruiter Assistance Program (HRAP), a soldier must submit a USAREC OP 1 form and a _____ form.

- a. DA Form 31
- b. DA Form 4187
- c. USAREC Form 979
- d. USAREC Form 794

3. When processing an individual for the Concurrent Admissions Program (ConAP), who is responsible for mailing the Request for College Application form and the Authorization for Release of High School Transcript form to the college and high school?

- a. enlistee
- b. recruiter
- c. station commander
- d. battalion education specialist

4. What is the required percent for contacting the upcoming school year's (SY) students who are ASVAB qualified seniors by 30 June?

- a. 10 percent
- b. 15 percent
- c. 50 percent
- d. 100 percent

5. An applicant who has an AWOL or lost time of _____ days or less during his last period of service requires a waiver for enlistment regardless of the type of separation or RE code.

- a. 1 day
- b. 5 days
- c. 15 days
- d. 30 days

6. What is the required waiting time for submission of a felony waiver after the date of conviction?

- a. 90 days
- b. 6 months
- c. 1 year
- d. no time limit

7. Telephonic military police records check are authorized for waiver processing.

- a. True
- b. False

8. What is the required date for initiating a USAREC Form 446 (School Folder)?

- a. 1st day after graduation

- b. 1st day of the 4th Quarter
- c. 1 June or next working day
- d. 1 July or next working day

9. What is the minimum age for appointing and assigning an individual to the Army Medical Detachment (AMEDD) branch?

- a. 17 years old with parental consent
- b. 18 years old
- c. 21 years old
- d. 23 years old

10. A 10th grade student's ASVAB test counts as his first ASVAB test.

- a. True
- b. False

11. If a soldier has a heat injury, how much water should you give the soldier to drink?

- a. at least 2 canteens
- b. at least 1 1/2 canteens
- c. at least 1 canteen
- d. at least 1/2 canteen

12. When firing an M-8A1 claymore mine, you should have the firing device at least _____ to the rear or side of the mine.

- a. 10 meters
- b. 12 meters
- c. 15 meters
- d. 16 meters

13. On a topographic map, the color yellow can represent what feature?

- a. relief
- b. roads
- c. buildings
- d. drainage

14. What are the colors and markings on an M67 fragmentation grenade?

- a. gray, red band(s) and markings
- b. light red with black lettering
- c. light green, yellow band, and red marking
- d. OD with yellow marking

15. A malfunction occurs when firing an M16A1 or M16A2 rifle. There's a live round in the chamber of a hot barrel that couldn't be removed after performing SPORTS. How long must a soldier wait before attempting to clear the rifle to prevent an accidental cook-off?

- a. 5 minutes
- b. 10 minutes
- c. 15 minutes
- d. 30 minutes

(The answers to this month's Test can be found on the inside back cover.)



The facts are alarming: One out of five Americans will contract skin cancer in their lifetime. For individuals who work outside, the rate is even higher. Eighty percent of skin cancers occur on the face, hands, neck, and head — the areas most exposed to the harmful UVA and UVB rays of the sun.

When you're outside working or recreating in the sun, your skin is working overtime to protect itself. The first noticeable sign of sun exposure is a slight redness on your skin. This redness then turns into sunburn two to six hours later. It then peaks at 12 to 16 hours and normally fades in a couple of days if there is no further exposure — something not possible for individuals who earn their living outside.

The sun's rays are the culprits. The warmth you feel on your skin is from UVA and UVB rays. Together, these rays can cause really serious damage. Within minutes of exposure to the sun, the skin's cells produce melanin, the pigment that causes the skin to darken or tan. Contrary to

popular belief, tanned skin is not a sign of health. It is an indication that the skin is trying to protect itself from damage. Over the years, too much exposure will cause premature aging (that leathery look) and may contribute to more serious problems such as skin cancer. The sun causes more than 90 percent of skin cancers in the United States.

Sun Care Tips

With proper protection, the risk of contracting skin cancer can be significantly reduced. Here are some simple-to-follow guidelines:

- * Wear the right clothing: long-sleeve, tightly woven shirts; broad-brimmed hats; long pants.
- * Use a sunblock with a rating of SPF 15 or higher and apply it generously. The higher the SPF the more protection you will get. Also, don't forget to apply sunscreen on cloudy days! The sun's rays still penetrate through the clouds.
- * Apply sunblock 30 minutes before going outside.

Practice self-examination and learn to spot the possible warning signs, ABCD:


- A — Asymmetry: one half of a skin mole does not match the other half.
- B — Border Irregularity: edges of the mole are ragged, notched, or blurred.
- C — Colors: shades of tan, brown, black, red, or blue giving the mole a mottled look.
- D — Diameter: any mole or growth that is larger than a pencil eraser (6mm) or that is growing rapidly.

Time in the Sun **If you normally burn in 10 minutes without protection, then an SPF 15 will provide you 15 times, or 150 minutes of protection, before burning.**

Skin Type	1 hour	1-2 hours	3 hours	4-5 hours
Very Fair/Extremely Sensitive (never tans, always burns)	SPF 15	SPF 30	SPF 30	SPF 30
Fair/Sensitive (tans slowly, burns easily)	SPF 15	SPF 15	SPF 30	SPF 45
Fair (tans gradually, usually burns first)	SPF 15	SPF 15	SPF 15	SPF 30
Medium (tans well, burns minimally)	SPF 8	SPF 8	SPF 15	SPF 15
Dark (tans easily, rarely burns)	SPF 4	SPF 8	SPF 8	SPF 15

If any of these warning signs is detected, make an appointment with your doctor for a thorough check-up.

In selecting a sunblock, the Sun Protection Factor (SPF) rating represents the incremental time period that you can stay in the sun before burning. The higher the SPF, the more protection you will get. However, an individual's skin type also plays a role. The fairer the skin type, the quicker the burn. The accompanying table shows the protection level you can expect based on skin type and SPF.

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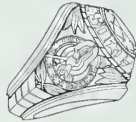
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SFC Robert Glassmyer

5th AMEDD Detachment

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RSM May 1998

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3d Brigade

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6th Brigade

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USAR (BN)	SFC Hamilton, R. (Harrisburg)	SFC Melvin, P. (Montgomery)	SFC McCollum, R. (Great Lakes)	SSG Hines, F. Jr. (Southern California)
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SFC Duncan-Boney, M.
(St. Louis)

TOP TEAM (Station)


LARGE (BN)	Franklin (Pittsburgh)	Bayamon (Miami)	Mansfield (Columbus)	Victoria (Houston)	Reno (Sacramento)
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TOP TEAM BUILDER (Company)
(BN)

Stockton
(Sacramento)

AMEDD

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MARK R. HAMILTON
Major General, USA
Commanding

RO/FY 98-08

“Close the Loop!”

Answers to the Test

- | | | |
|--|--|---|
| 1. b, USAREC Reg 601-56, Appendix B, para B-5, Note | 5. b, AR 601-210, Chap 4, para 4-10a | 10. a, Army Reg 601-210, Chap 5, para 5-11d |
| 2. a, USAREC Reg 601-103, Chap 1, para 1-4, n (1) | 6. c, AR 601-210, Chap 4, para 4-7b | 11. c, STP 21-1, SMCT, page 492 |
| 3. b, USAREC Reg 621-2, Chap 2, para 2-2, g (7), (a) | 7. a, AR 601-210, Chap 2, para 2-10j | 12. d, STP 21-1, SMCT, page 191 |
| 4. d, USAREC Reg 350-6, Chap 3, Table 3-1 | 8. d, USAREC Reg 350-6, Appendix C, para C-3 | 13. c, STP 21-1, SMCT, page 25 |
| | 9. c, USAREC Reg 601-37, Chap 4, para 4-3 b | 14. d, STP 21-1, SMCT, page 183 |
| | | 15. c, STP 21-1, SMCT, page 118 |

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